



Annual Report 2024



“ It is beyond expectation that Beyond Social Services has, over the years, mobilised community efforts to go beyond services and provide appropriate support to families who might otherwise be out of reach. ”

Dr S. Vasoo

Honorary Advisor to Beyond Social Services



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Our Message

2024 marks Beyond Social Services' 55th year – a milestone that invites both reflection and renewed commitment. As we reflect on our journey with gratitude and look ahead to the future with optimism, we are reminded that Beyond has never been about grand gestures, but about the steady work of building relationships – neighbours coming together, youths showing up for one another and families continuing to hope despite hardships.

One thing that has always defined us is our belief in people. We see strength and generosity unfolding in myriad simple ways. It is this belief that continues to guide our approach to community development: one anchored in trust and a deep sense of shared responsibility.

This year, we focus on three areas that reflect both our enduring values and the evolving needs of our communities.

Strength in One Shared Purpose

First, we deepen our existing efforts and build on what works and matters to the community. The Community Tabung programme was started in 2013 as a result of one staff member thinking beyond the box and sparking an idea.

What started as a coin bank in our Healthy Start Child Development Centre, supported by the government's Child Development Account scheme, has since grown into a neighbourhood-led savings programme, providing space for neighbours to come together in a spirit of self-help. It was a simple concept germinated on one bold idea and built on one shared purpose. In this programme, families contribute to the coin bank what they can afford. Some give regularly, others when they're able and when someone falls short, another steps in. Donors match every dollar pooled, and the total amount is then equally distributed.

Our Vision

We envision a Singapore where low-income individuals, families and communities can marshal goodwill across society to live purposeful, satisfying, and hopeful lives. An inclusive Singapore that continues to remove barriers impeding the dignity, progress, and integration of the poor.



Our Mission

We exist to alleviate poverty and help better the lives of Singapore's poorest, most vulnerable families and individuals. We're here to help build as inclusive a society as possible. We do this with initiatives that build stable families, enable economic well-being, promote good health, facilitate education and learning, create safe spaces and nurture caring communities. We also actively involve mainstream society – individuals and organizations alike – in our mission by inculcating and encouraging the spirit of civic consciousness and compassion.

This year the Community Tabung supported over 287 children in 7 neighbourhoods, with \$63,181 disbursed into their Child Development Accounts. Beyond dollars, it has fostered a culture of care – where saving becomes a shared act of hope for a brighter future.

As the Community Tabung programme continues to expand, we are deepening our efforts to make it even more accessible with digital tools that simplify participation, especially for time-strapped caregivers. The purpose, however, remains the same: so that every child can start strong, and no parent has to walk alone.

From Lived Experience to Leadership

Second, we celebrate with residents who don't just participate in programmes – they shape them. *Community Fellows* are residents who have experienced hardship, seen a gap, and stepped up to bridge it. They are not appointed to lead; they rise to the occasion.

Piloted in 2022 with just six individuals, they launched ground-up responses to issues they experienced or cared about in their neighbourhoods. This ranged from child safety and elder care to health access and family support. With training, mutual support and mentorship, Fellows turned ideas into action, rallying neighbours around shared concerns.

Leadership doesn't need a title, it simply needs trust and opportunity. In 2024, over 103 residents gathered at the residents-led annual Knowledge Festival to celebrate not just what they did, but how they inspired others to believe that change can begin right where they live.



The *Community Fellowship* reflects what we hold true: that leadership lives in every neighbourhood, waiting to be recognised and nurtured. Encouraged by their agency and impact, we look ahead to nurturing even more Fellows in the coming year, neighbours who lead not by command, but by example.

Strengthening Ties that Binds

Third, we look inward at how we continue to walk alongside communities and strengthening the relationships that bind them together. Since 2011, Beyond has evolved from a service provider to our dedication in community work that serves to build on the relationships and efforts of the people in the community. The children we once supported are now young adults, some are active as youth volunteers. Parents we walked with during times of struggle are now empowered leaders and contributing members. This long, relational journey is what defines our work.

We witness neighbours caring for one another. Where resources are needed, we mobilise support from volunteers, community partners, and corporate or individual donors. When tensions arise, we turn to restorative practices, not to manage conflict, but to restore relationships and uphold dignity.

This is how we live our principles of participation and shared responsibility: by creating space for residents to lead and recognising that those closest to the issue often hold the key to the solution.

Those closest to the issue often hold the key to the solution.





Our Gratitude

We are deeply grateful to our dedicated Board Members and Committees. They provided stewardship and support. To our stakeholders – volunteers, donors, partners – thank you for sharing your time, resources, and continued belief in what we do. Today, more than 50% of our funding come from individuals, corporates, and community partners, and it is a constant reminder that building a more inclusive society is something we do together with the community.

A special word of thanks to the Tote Board Social Service Fund (TBSSF), whose steadfast support since 2015 has enabled our long-term Youth United programme. This is about walking with youths and their families through the Asset Based Community Development approach. With the funding support, we've been able to walk with the youths, enabling them to discover their strengths, lead initiatives, and give back to the communities that raised them.

Beyond has always been about people, not just programmes. We are reminded of this every time we read *Another Week Beyond*, which started in 2005 as a simple letter to staff by Gerard Ee, our then Executive Director. Today, its messages continue to resonate within and beyond our communities through our Beyond Editorial Team – a community of writers sharing stories of hope, resilience, and community spirit.

Likewise, while our leadership has changed, our direction remains steady. Beyond is now guided by a leadership team made up of long-serving leaders who have grown with our communities and continue to walk with conviction and care. Along with new leaders, we welcome new colleagues who have joined our ranks to learn and deliver progress in an ever-changing landscape.

We are not changing the course, we are deepening it. The chapters that follow will show how that happens, in the quiet, consistent work of supporting communities to care for themselves and each other.

Let's continue walking this journey, not just to meet needs, but to build communities where everyone has a role, and everyone belongs.

Alvin Yapp
Board President

Chia May Ling
Executive Director

Board and Committees

Attendance Record for Board of Management Meetings

FY 24 January to December 2024



Mr Alvin Yapp
President
(From 13 June 2024)



Mr Peter Hum
Vice President
(From 13 June 2024)



Mr Peter Lim
Honorary Treasurer
(From 13 June 2024)



Mr Andy Leck
Honorary Secretary
(From 6 August 2020)



Sr Veronica de Roza
Founder Member
Representative
(From 29 August 2017)



Ms Clara Lee
Board Member
(From 15 June 2023)



Mrs Lekha George
Board Member
(From 15 June 2023)



Dr Hana Alhadad
Board Member
(From 16 June 2022)



Mr Alok Kochhar
Board Member
(From 13 June 2024)



Mr Ang Fui Siong*
Board Member
(From 22 June 2018)



● 14 March 2024 ● 13 June 2024 ● 26 September 2024 ● 9 January 2025[^]

* Having served 10 years, Mr Ang Fui Siong resigned on 28 May 2024

[^] Originally scheduled on 12 December 2024 meeting postponed to 9 January 2025

Legal Advisor	Baker & McKenzie, Wong & Leow
Medical Advisor	Dr Tan Poh Kiang, PJ Clinic
Auditor	Helmi Talib LLP
Bankers	Bank of China CIMB Bank Berhad DBS Bank Ltd Maybank Banking Berhad Standard Chartered Bank (Singapore) Limited
Management	Gerard Ee, Advisor from March 2024 - September 2024 Chia May Ling, Executive Director from March 2024



Board and Committees

Appointment & Nomination Committee

Chairman
Mr Alvin Yapp

Members
Mr Peter Hum
Sr Veronica De Roza

Audit & Risk Committee

Chairman
Mr Ang Fui Siong

Members
Ms Christina Ng
Mr Daniel Liu

Finance & Administration Committee

Chairman
Mr Peter Lim

Members
Mr Jim Tay

Fund-Raising Committee

Chairman
Ms Lina Lin

Members
Mr Alvin Yapp
Mrs Ravina Kirpalani
Mrs Mary Kuo

Information Technology Committee

Chairman
Ms Clara Lee

Members
Ms Audrey Ong
Mr Derek Gooh
Mr Jatin Khosla
Mr Michael Ong

People Development Committee

Chairman
Mrs Lekha George

Members
Mr Andy Leck

Programmes & Services Committee

Chairman
Mr Peter Hum

Members
Dr Hana Alhadad
Dr Ijlal Naqvi

Healthy Start Child Development Centre Management Committee (sub-committee of Programmes & Services Committee)

Chairman
Dr Sudha Mary George

Members
Ms Lim Seok Lin
Dr Sirene Lim
Dr Hana Alhadad

Remuneration

All Board and Board Committee Members are volunteers who contribute their time, expertise and services pro bono. They do not receive any allowance, honorarium, reimbursements or remuneration for their services as a member of the board of management.

Related Entities

There is no Board member who is a close family member of the Executive Head or a Staff member.



Governing Board: Council Term

Name	Current Charity Board Appointment	Profile	Past Charity Board Appointments
Mr Alok Kochhar	Board Director 13 June 2024	Senior Advisor, Boston Consulting Group	Vice President 6 August 2020 – 13 June 2024 President 24 June 2016 – 6 August 2020 Board Director 22 May 2015 – 23 June 2016
Mr Alvin Yapp	President 13 June 2024	Director, Corporate Affairs, Busads Pte Ltd	Board Director 24 June 2016 – 13 June 2024
Mr Andy Leck	Honorary Secretary 6 August 2020	Principal, Baker & McKenzie. Wong & Leow	Board Director 18 June 2019 – 6 August 2020 Vice President 28 May 2014 – 21 May 2015 Board Director 24 March 2009 – 27 May 2014
Mr Ang Fui Siong	Board Director 22 June 2018 – 27 May 2024	Head, Treasury Financial Control & Advisory, OCBC Bank	Honorary Treasurer 28 May 2014 – 21 June 2018
Ms Clara Lee	Board Director 15 June 2023	Chief of Practice, Data Science (NUS-ISS)	
Dr Hana Alhadad	Board Director 16 June 2022	Consultant, Independent Researcher & Trauma-Informed	
Mrs Lekha George	Board Director 15 June 2023	Ex-Head of HR – ASEAN & Korea, Cisco System	
Mr Peter Hum	Vice President 13 June 2024	Founder, Principal Consultant and Managing Director of StrateValue Pte Ltd	President 6 August 2020 – 13 June 2024 Honorary Secretary 22 June 2018 – 6 August 2020
Mr Peter Lim	Honorary Treasurer 15 June 2023	Partner, Xora Innovation	
Sr Veronica de Roza	Founder Member Representative 29 August 2017	Treasurer, Franciscan Missionaries of Mary	



The first piece that starts the whole.

Strength in One Shared Purpose

Every community movement begins with one spark, like the first tangram piece laid into place, their action becomes the heart and foundation for something greater. Our journey with the community began this way, and continues to grow, powered by purpose, shaped by those who care.

Our Beginnings

From Crisis Response to Community Building

Beyond Social Services traces its roots to the late 1960s, beginning as the Bukit Ho Swee Community Service Project – a neighbourhood response to families displaced by the Bukit Ho Swee fires. Several religious groups, service clubs and concerned individuals, including Buddhist monks, Catholic missionaries, Anglican, Presbyterian, Lutheran pastors, moved by compassion and urgency, volunteered their time and efforts and came together to support children and help families rebuild their lives.

This grassroots effort became the Bukit Ho Swee Social Service Centre in 1984.

From Helping Hands to Shared Leadership

In our early decades, we focused on curbing juvenile delinquency, supporting young people in institutional care, and addressing issues like teen pregnancy, substance use, and family breakdown. We believed then, as we do now, that every young person has the capacity to grow, thrive, and contribute.

As Singapore's social landscape evolved, so did the fledgling social service centre. In 1991, Bukit Ho Swee Social Service Centre was invited to pioneer one of the country's first Family Service Centres (FSCs). This expanded our reach from children and youths to entire families. But even as we delivered casework and financial assistance, we saw that lasting change wasn't just about fixing problems. It was about recognising that a problem is not only something to be eradicated, but an opportunity for people to come together.

A problem is not something to be eradicated, but an opportunity for people to come together.



Our Roles as Enabler

Social service programmes run by professionals run the risk of discouraging community-led efforts to care for their vulnerable members. Thus, our role is to nurture community leadership. Sometimes to meet an urgent need, it may be necessary for us to begin and drive a programme. However, we do so with an exit plan where

- a. the community is enabled to take on the leadership or
- b. the needs are being met by resources or stakeholders in the mainstream.

As enablers, we are close to the ground, and through the voices of programme participants, we experience the impact of policies and programmes and deepen our understanding of social issues.

In 2001, we launched *Kids United*, a daily care and guidance programme for latchkey children. Rooted in trust-based relationships, it provided consistency and care for children navigating instability at home.

As we deepened our work with children, we recognised the need to support families at an earlier stage in their journeys. This led to our participation in *Enhanced STEP-UP*, a national initiative for students at risk of dropping out of school, and the development of the *Healthy Start Programme*, which offered wraparound support to families from birth. These efforts eventually paved the way for the establishment of *Healthy Start Child Development Centre (HSCDC)* in 2006 – a preschool built on strong home-school partnerships and a belief that learning begins with belonging.

During our early work with youth in 1997, we were among the first to run *Streetwise*, a national programme for gang-involved young people. Beyond was also invited by the National Youth Council to contribute to its curriculum, a reflection of our grounding in youth development and relational approaches.

Our youth development work continued to evolve across various settings. In 2004, we piloted the *Juvenile Justice in Schools* programme with one secondary school, introducing restorative practices to address youth-related disciplinary issues. By 2006, the programme had expanded to 27 secondary schools, 10 primary schools, and one special needs school.



Our Beginnings

Across these settings, we focused not on punitive approaches, but on accountability, empathy, and reintegration, often using Family Group Conferencing as a key tool to bring families and communities into the conversation.

We also recognised and bridged unmet needs. In 2005, we created *Babes*, Singapore's first 24/7 SMS helpline for pregnant teens, and *Beautiful People*, a mentoring programme that paired volunteer "big sisters" with young girls facing difficult life circumstances. From the start, these programmes were incubated with the intention that they would one day stand on their own. Both were eventually hived off as independent organisations – Babes Pregnancy Crisis Support Ltd in 2013, and Beautiful People SG Ltd in 2015, continuing the spirit of their work beyond us.

As we expanded into new domains and neighbourhoods, our identity evolved. In 2001, with the support of our Board, staff chose to rename the organisation Beyond Social Services, a name that reflected not just our aspiration to go beyond conventional service delivery, but our belief that the people we walk with should be supported to move beyond the need for social services altogether. It was, and remains, a name grounded in hope, that through community, dignity, and shared strength, people can shape a different future for themselves and each other.

Our Roles as Advocate

Advocacy is our effort to

- draw attention to the needs and challenges of those who participate in our programmes,
- gain public support for initiatives that address those needs and challenges,
- highlight the unintended effects of laws, policies and practices that affect our ability to carry out our work,
- provide feedback on the impact of national policies and programmes,
- initiate programmes, practices and policies that bring about a more restorative landscape for children, youth, and families. Thus promoting an all-inclusive society.



Our Roles as Motivator

We believe that wherever possible, the non-profit sector should seek to grow by collaboration rather than competition. Sharing and cooperation maximises organisational resources and increases the possibility of people receiving a better quality of assistance. Thus, as a motivator, we will facilitate:

- Networks, alliances & friendships that promote cooperation and collaboration,
- The sharing of expertise, knowledge, and resources to enable the proliferation of programmes or to increase programme participation, the building of sector capability and capacity through formal and informal training programmes.

A Community Approach

In 2011, we began a strategic shift – from service provider to community development agency. The gestation of this change evolved from years of reflection and experience. After decades of supporting youth in institutions, running academic programmes in schools, and responding to family crises, we saw that services, in and of themselves weren't enough to help them help themselves.

Many challenges were rooted in the environments people lived in, marked by social isolation, limited informal support, and fragile networks. While professional help had its place, issues often resurfaced when the support ended. At the same time, we saw the strength and resilience in families, but lacking the space and trust they needed to harness them.

We knew we had to begin earlier, before young people became entrenched in social services and systems. That meant a paradigm shift from providing services for families to walking with them.

We began anchoring our work in public rental housing neighbourhoods, focusing on nurturing the family and community networks already present: between neighbours, caregivers, and youths, and creating the conditions for shared responsibility and mutual support. Our aim was not to replace systems, but to strengthen each community's capacity to care for itself with dignity and solidarity.

This new paradigm continues to guide us today – relationally, patiently, and with deep belief in the people we walk with.



Because the most sustainable change happens when people are empowered to care for themselves and one another.

Where We Are Now

Today, we support thousands of families across 69 rental housing blocks, working alongside neighbours to organise around shared goals, build trust, and create their own solutions. Over the past decade, we've walked alongside hundreds of individuals – youths and adults – who now guide, support, and inspire others in their communities.

These leaders have organised peer groups, facilitated learning journeys, mediated conflicts, and responded to their neighbours with compassion and care. They are living proof that ordinary people, when supported and believed in, can drive lasting change from within the community. As this pioneer generation steps up, they will be role models for many more to come – showing not just what communities need, but what communities can do.



From Lived Experience to Leadership

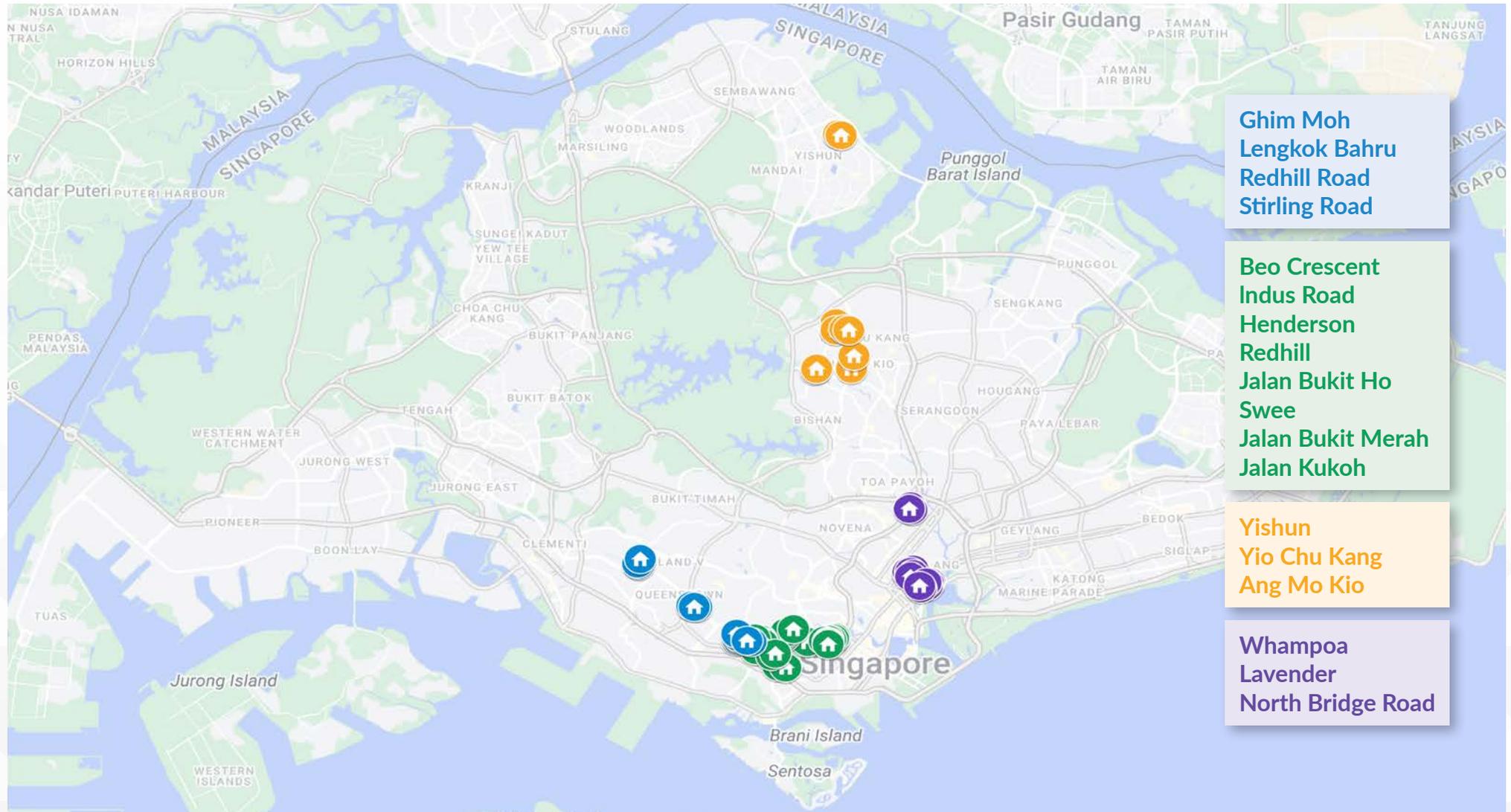
Leadership, like a sailing ship, is built, piece by piece, through experience and resilience. Each tangram piece forms part of the whole, some shaping the hull, others the sails that catch the wind. Through the tangram lens, we see how every experience like every shape has a role in building resilient, purpose-driven leadership.



*A shape reimagined,
rising from within.*

Our Initiatives

These are the neighbourhoods we serve:





Overall Operating Principles

▼ We do not act on behalf of members where there is a potential conflict of interest.

▼ It is in the best interests of children to remain with their families or natural support groups. Residential care, when deemed necessary, must always be for the short term.

▼ Help offered should build on people's strengths and not simply remedy their weaknesses.

▼ A helping relationship is one based on a respectful partnership with the people we engage. We do not replace or compete with their family or natural support system.

▼ Social problems are best resolved within the community. Where possible, we seek to avoid criminal or judicial proceedings.

▼ Social integration is not the attempt to make people adjust to society but rather to ensure that society is accepting of all people.

▼ We accept that family togetherness does not necessarily mean a sense of cooperation exists amongst family members. So, our focus is to encourage and help nurture the latter – cooperation – within the family unit.

▼ We must strive to see possibilities rather than problems. Problem-solving keeps us focused on the deficiencies and the gaps – basically, what is not working. Possibilities can create a future distinct from the past.





Child Specific

Children are not little adults; they are to be treated as children by children's standards.

Children and their families, no matter how challenging, have strengths that can be built upon. Our role is to help them develop into well-adjusted individuals living in nurturing environments.

Challenging behaviours from children are distress signals that their needs are not being met. It is imperative that we respond to such situations appropriately, beyond only controlling such problem behaviours.

When a child is not cooperative, it is because our approach is not working and not because we have a problem child. We must work to find alternative strategies to address the situation.

We are always respectful of children under our care, even those who are belligerent or uncooperative.

Our task is to impress upon them that they must take responsibility for their behaviour.

We must create an environment in which every child we engage with experiences JOY in one way or the other every day.



CHILDREN: Growing Up in Community

Visualise every child thriving in an environment where they are seen, supported, and surrounded by people who care. Our approach to children's development is grounded in this belief: the village that raises a child is not made up of families alone, but neighbours, volunteers and every person who looks out for one another. That's me, you and all of us, driven by the culture of care.

We engage our children in the community and journey with them, be it at void decks, playgrounds or homes, whether through learning, playing, or delivering small acts of care. Together, we nurture the conditions for children to grow and learn with confidence and resilience.

Growing Up Ready

The early years of a child are a time of rapid development. Opportunities for early learning for children under six exist, but not all families are able to make the most of them. We strive to provide an additional layer of support, meeting children where they are.

The *Early Learning Programme* reaches out to children aged four to six. Trained volunteers lead small group sessions to build foundational literacy, numeracy and confidence through stories, play and parent involvement. Started in Jalan Klinik in 2017, the programme expanded in collaboration with Kampong Kapor Family Service Centre in 2020 and a year later expanded to reach children in Whampoa. Also led by volunteers, *The LIFE programme* complements school by sparking joy in learning through games, art and exploration in community spaces. Transforming every place into a site of curiosity.

At *Healthy Start Child Development Centre*, a preschool set up in 2006, children under six have a healthy start in learning despite social disadvantages. Here, we don't just prepare children for primary school, we engage families, nurture confidence, and plant the seeds for a lifelong love of learning.

Together, these programmes reflect a core belief: learning begins with belonging and children thrive when their caregivers, neighbours, and communities walk alongside them.

Growing Through Relationship

Children learn best in relationship not only with adults, but with one another. In *Peer Learning Circles*, children take the lead, studying in self-directed groups often supported by older peers. These circles foster collaboration, problem-solving, and shared responsibility. Friendships formed last beyond these study sessions, strengthening bonds within the neighbourhood.

In *Interest Groups*, children explore art, sports, cooking and more – with older peers or volunteers guiding the way. These sessions aren't just about enrichment; they're about being seen and feeling capable. Together, these shared learning spaces help children build resilience, agency, and friendships that stretch beyond the classroom.



Seeds of Change

More Than A Coin Bank: Our Journey with The Community Tabung

Singapore's Child Development Account (CDA) matches every dollar saved by their parents. This has given many children a head start. But the scheme rests on the premise that parents have some money to save.

When Jolene, a fundraiser in Beyond became a new parent, she set up the account for her child and watched her savings double with each deposit. It was a gift for which she was deeply grateful. But as her child's account grew, she wondered if the children of the families in the community we serve would also be able to benefit from this savings programme.

She found that many families in our communities didn't have any savings to set aside. The benefits of the scheme weren't reaching the very people who needed it, not because they didn't care, but because they didn't have the means to access it.

That simple reflection planted a seed.

Another team member picked up the idea and began shaping it into something more – rallying others across our community. Together with parents, neighbours, donors, and staff, they co-created a way forward.

By 2013, *The Community Tabung* was piloted at our *Healthy Start Child Development Centre*: a community-led savings initiative built on the belief that no one has to walk alone.





A Culture of Collective Care

The programme was simple. Parents and children contributed whatever they could into their own tabung which they took home to save at their own pace. Alongside this, a collective community tabung was placed at the centre for anyone to contribute.

Each month, neighbours pooled their savings. A single dollar could grow sixfold.



Community Tabung, 2017: Families, children, volunteers, and partners gathered to celebrate the spirit of saving together. Second from left: Uros, from Sonja Hope Foundation, one of our long-time partners who continue to support the Community Tabung each year. Their steadfast support has helped sustain this meaningful initiative across neighbourhoods.

“Acquiring the habit and skill of saving for future education and health – which is what the Tabung essentially is – can make a huge difference, especially when nurtured early in life. It was wonderful to see the children and families embrace the Community Tabung. Saving from young has been linked to better life outcomes, as shown by the Stanford marshmallow experiment.

But the Tabung is so much more – it represents community spirit at its best, with collective impact and equality through the equal distribution of matched funds. The children and their families are not only creating a better future for themselves, but also helping their peers at the same time. We never lose by helping others! ”

Uros Ivanko
Sonja Hope Foundation



CHILDREN: Growing Up in Community

The total contributions were matched by long-time supporters like the Sonja Hope Foundation, and then matched once again by the government through the CDA. One nearby resident still walks to the centre monthly to place his donation in the box, because it matters to him that children in the neighbourhood get a stronger start.

What made the Tabung impactful wasn't just about the math. It was about who showed up. Volunteers, neighbours, and staff chipped in. Some dropped coins in the coin bank regularly. Others gave quietly when they could.

Counting days became a community ritual. Children sorted coins. Parents watched balances grow. But more than that, they got to know one another. Small conversations sparked friendships. Kids made new playmates. And in those simple, shared moments, a sense of community quietly bloomed.

Expanding From the Centre to the Neighbourhoods

By 2017, the programme had grown beyond the walls of HSCDC. The Tabung was replicated in other neighbourhoods we serve as community-led programmes. If a family had a tight month, neighbours often stepped in to make sure no child was left out.

Each neighbourhood adapted the Tabung to its own rhythm, but the shared principle remained: save together, match together, benefit together.

Community can grow in many ways, and digital tools have helped make that growth more inclusive.



CHILDREN: Growing Up in Community



Adapting Through COVID-19

In 2020, when the COVID-19 pandemic hit, physical tabung counting days had to stop. But the programme didn't pause. Parents switched to contributing through PayNow. The savings process went online, but the intent stayed the same.

While there's something special about coming together in person, the digital process has made participation easier for some. For those managing busy schedules or juggling caregiving duties at home especially, being able to contribute online means they don't get left behind. Community can grow in many ways, and digital tools have helped make that growth more inclusive.

2024: A Growing Community Effort

The Tabung is now active in eight neighbourhoods. In 2024, the Community Tabung supported children across both online and onsite platforms. Families contributed nearly one-sixth of the total pool, the rest was supplemented by matching contributions by donors, \$63,181 was disbursed into children's CDA accounts.

During the year, 144 children in two neighbourhoods participated in the online Tabung programmes. The six other neighbourhoods, including HSCDC, which continued their in-person Tabung saw participation by 143 children.

The Community Tabung will continue to evolve. It is our hope that with digitalisation, coordination will be smoother to reach out to more in all neighbourhoods or for donors to match the savings. But the purpose remains unchanged: families coming together to support one another, so that every child has a better chance and no one has to walk alone.

YOUTHS: Growing Into Themselves, Together

Challenges for young people are not problems to be fixed, they are potential for individuals growing into their full potential. Their journey is rarely an even one, and they need more than just programmes. They need people willing to walk with them through uncertainty, growth, setbacks, and self-discovery.

At Beyond, our work with youth is a long-term, relational process. Whether it begins through sports, mental health conversations, or the arts, we meet them where they are, and walk with them as they learn to navigate their inner worlds, build meaningful relationships, and shape their roles in the community. We don't lead the way; we journey alongside them.

Finding Ground

When young people feel safe and supported, they begin to show up more fully – not just for others, but for themselves. Many youths first connect with us through spaces that they feel comfortable: on a football pitch, in a group chat, or at the void deck. These are entry points for them to develop deeper relationships with peers and adults, opportunities for them to show up consistently, work toward goals, and celebrate progress together.

Some build confidence and connection through ground up sports groups like *football* or *sepak takraw*. Others come through youth-initiated spaces like *HeadStrong* or *W.H.O.M*, where they talk openly about mental health, share vulnerabilities, and support one another – destigmatising emotional struggles and appreciating what it means to care, and be cared for.

Beyond Words

As trust deepens, so does expression. Theatre can spark conversations where words often fail. Since *The Community Theatre* programme's debut in 2014, youths in our neighbourhoods have been co-creating forum theatre performances based on real concerns such as sexual violence, mental health, and youth crime – which surfaced in their communities. They write, act, and facilitate conversations with audiences, using art as a mirror and a catalyst for change. The process builds critical thinking, empathy, and the courage to take ownership of their narratives and often, their futures.

Giving Back, Lifting Others

Many youths who grow through these spaces go on to support others. In *Ignite!*, tertiary students from communities of rental housing mentor younger peers, showing that aspiration and community responsibility can go hand in hand. These mentoring relationships often blur traditional roles. As everyone learns, everyone gives, and in doing so, the cycle of care continues to turn.

The Journey Continues

Across these spaces, our youth programmes are not ends in themselves. They are waypoints: places of safety, growth, and self-discovery on a longer journey of becoming. And we know from experience: when young people are believed in, they begin to believe in themselves and then, in each other.

Because no one becomes who they are alone.



Seeds of Change

Growing Up Together: A Journey with the Takraw Boys

When Shariffah first joined Beyond in 2019 as a new community worker, she brought with her a quiet conviction: that young people thrive when they are seen, not judged. Over the next six years, as a community worker armed with social work qualifications, she journeyed with a group of boys in the neighbourhood. To some, they may seem unruly or mischievous but beneath that, Shariffah saw the unspoken burdens, restless energy and the potential waiting to be realised.

The connection was not immediate. Many boys carried past experiences of being judged quickly and would shut down when they sensed it happening again. What made a difference was Shariffah's consistent efforts to build trust, not just with the boys, but also with their parents. "When they saw that you cared about their families too, they softened," she shared.

She stayed curious, even when behaviours were hard to manage. When a boy repeatedly came to our programmes just to sleep, she didn't punish him – she asked why. Over time, he shared his burdens: helping his mother with managing household chores, looking after younger siblings, and attending immigration appointments. These were not signs of apathy, but exhaustion.

“ This work is not quick nor simple, it is a labour of care that unfolds over time.

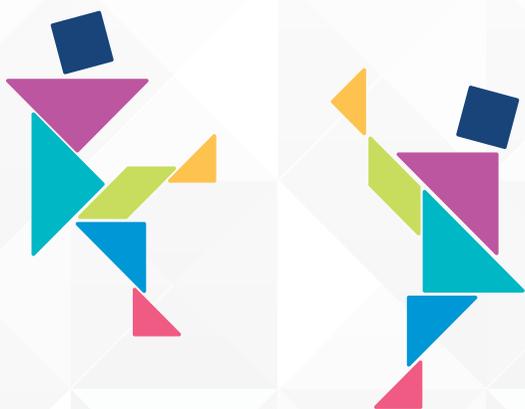
What began as boys chasing a ball became years of building trust, peeling back stigma, and walking alongside families. Today, they're youths facing bigger choices and while we may not fully understand their paths, we honour their agency and hold space for them to be seen, heard, and believed in. ”

Shariffah
Community Worker with
the Community Activation Team





Sports were never just about winning matches. They became a way to rebuild what was lost: dignity, community, belief.



In moments of conflict when the boys acted out during group activities, Shariffah responded with understanding and soon realised that they simply didn't have the mobile phones required to participate. She lent them hers, because journeying with youth is about seeing them, not assessing them.

Each time, Shariffah found ways to respect their dignity, and over time, the boys saw Beyond not as a place that tried to fix them, but one where they belonged.

A Space to Belong, A Place to Grow

Initially, Beyond's engagement with the boys centred around academic support, helping them stay on track in school. But it soon became clear that progress shouldn't be measured only by schoolwork, but also by the development of stability and a sense of belonging in the community, which mattered just as much.

Though the boys struggled with formal learning, they kept turning up at the centre, drawn to the relationships, the belonging, the hope that something could be different. Over time, their interests shifted towards sports, first in soccer, and then in sepak takraw.

Through sepak takraw, the boys forged teamwork and pride. Despite having no formal coach, they organised their own training sessions, created ground rules, and built a team identity. They stayed out of vice activities not because they were told but because they held one another accountable.



YOUTHS: Growing Into Themselves, Together

For youths like Dani, 16, sepak takraw has been more than a sport – it was a turning point in his life. Shariffah partnered with his school to build a plan around his sports training, a once disconnected youth was transformed into a young person imbued with a growing confidence in himself and in the community. Today, Dani is a well-known player at takraw meets, recognised not for his past troubles, but for his skills and dedication.

Sports were never just about winning matches. They became a way to rebuild what was lost: dignity, community, belief.

Passing It Forward – Growing a Community of Care

Today, many of the older boys have taken on the role of mentors. They are models of emotional regulation during competitions, they resolve conflicts among younger teammates, and quietly show what it means to lead with patience and respect.

It isn't perfect and it was never meant to be. Some youths face ongoing challenges, but they now have a community of peers who understand that mistakes are part of growth, and who choose, again and again, to pull each other back to solid ground.

The spirit of community development is also blooming in unexpected ways. Hidayah, a mother who witnessed how Beyond journeyed with her own son's peers, stepped forward on her own to support the youths – creating spaces for conversations about respect and what it means to be a decent human being.

Six years on, from mischievous boys to young leaders, the journey continues. The foundation they are building today – one rooted in relationships, vulnerability, and care – is a testament to what happens when we believe not just in programmes, but in people.



PARENTS & CAREGIVERS: Growing Strength in Each Other

Often seen as people in need, they are also people who give back and help every day, in ways both quiet and profound. They are already leading: raising children, caring for neighbours, managing crises, and showing up for one another.

At Beyond, we believe the people closest to an issue are often best placed to act on it. That's why our work with caregivers focuses on creating space – for learning, earning, leading, and connecting.

From parenting to peer support, we've seen how families can shape change, not just for themselves, but for others. What they need isn't fixing. It's the capacity to build on the hopes they already hold.

Neighbours Who Lead

In every neighbourhood, there are people who step up, quietly, consistently, and with heart.

Neighbourhood Leaders, Community Enablers and Community Fellows are residents who took action not because there was a benefit to be gained, but because there was a need to be filled. Whether it was checking in on a struggling family, coordinating food support, or helping neighbours navigate social service channels, they showed up simply because they could, and because someone needed them.

These roles were not introduced into the community from Beyond. The ideas were germinated by residents from within the community, born out of the challenges families faced, and the determination of neighbours who wanted to make things better. Some had time, others had knowledge or relationships, and all shared a single-minded belief that no one should be left to cope alone.

Over time, Beyond formalised these roles to support and sustain their efforts. Neighbourhood Leaders coordinate food support, check in on families, and serve as a bridge between neighbours and services. Community Enablers support programme delivery, outreach, and logistics. Community Fellows, who receive mentorship, peer support and training, initiate projects that address deeper concerns, like children's safety or community well-being.

But their strength lies not in the organisational structure, it lies in the trust that is only possible among neighbours rather than with people from outside the community.

Their leadership reflects a simple truth: civic spirit already exists in every neighbourhood. And it grows stronger when people are given the space to amplify it.



Working Together, Talking Together

Conversations are powerful, especially the hard ones about violence, mental health, or the unspoken tensions between neighbours. *Conversations That Matter* creates space for these dialogues to happen respectfully and creatively, often guided by our community workers through Family Group Conferencing or facilitated dialogues and discussions.

Our role is to hold space and not to direct, but to support neighbours in speaking openly, listening deeply, and navigating difficult truths together.

What begins as a conversation often becomes something more substantial: empathy, shared understanding, and sometimes even action. Because problems, when talked about together, can become points of connection, not division.

Earning With Dignity

Caregivers, especially mothers, often carry the weight of both unpaid and paid labour. But economic insecurity can make their worlds feel small.

Our long-standing initiatives like *Bakers Beyond* and *Sew Can We*, offer low-barrier ways for parents to build income streams, and network of support. Participants grow skills while supporting one another. These are more than livelihood programmes. They're spaces of solidarity where people are not just getting by, but getting stronger.

Bakers Beyond began in 2015 with a group of 10 mothers who wanted to support their families while contributing meaningfully to their community. Five years later, *Sew Can We* started during the COVID-19 pandemic by three mothers from *Bakers Beyond* who saw sewing as another avenue to uplift themselves and others. Today, there are 16 active members in *Bakers Beyond* and 10 in *Sew Can We*. Most have built up capabilities to move on to find work or learn new skills.

Flexibility is a hallmark of success for these two groups. Over the years, mothers have joined, paused, and returned as their family and caregiving responsibilities evolved. This adaptability is what makes these spaces work. People show up when they can, and are welcomed whenever they do.

Beyond these groups, we also support mothers running home-based businesses – from food to services – forming a growing network of women who are earning with dignity, striving to be self-sufficient and building a community where mutual support is as valuable as any skill.

At the Heart of It All

Our work with parents and caregivers is rooted in their lived wisdom and their desire to lead change from where they are. Whether they are supporting their families, guiding their neighbours, or starting small businesses, they remind us that sustainable change doesn't come from external forces, but from within themselves.

At Beyond, we simply walk alongside them where needed. Because when people are trusted to lead, communities grow stronger, not just for today, but for the future they're shaping together.



Seeds of Change

Baking with Heart: The Journey of Bakers Beyond

The smell of cookies wafting through the office was the first sign that something exciting was in the air.

In 2015, a group of mothers gathered in the kitchen of Café Beyond – a small space in our office – sleeves rolled up, ovens warming. They weren't trained bakers. Many had never earned a steady income before. But they came together with one shared hope: to create something of their own.

At the time, our corporate partner GIC used to buy cookies from commercial vendors as festive gifts for families we supported. That year, we decided to try something different. What if the cookies were baked *by* the community *for* the community?

Their first big project was preparing 120 gift baskets for Ramadan. Each basket held four jars of cookies. That meant baking and packing more than 14,000 cookies over nine days. The women coordinated the entire effort. Assigning roles, planning the timeline, and applying lessons they'd picked up from earlier training sessions. They even completed the Basic Food Hygiene course so everything would be in compliance with food safety regulations. It was a leap of faith, but the women were undaunted and took up the challenge, embarking on a baking journey that was both amazing and rewarding.

“ Supporting Bakers Beyond through the festive packs project has been a truly rewarding experience. Seeing the joy these cookies bring to communities during festive times, like Christmas, and the bright smiles they inspire, reinforces the significance of giving back. ”

Derek Lim
Corporate Volunteer with Beyond



With help from Ngee Ann Polytechnic's School of Design & Environment, the women co-designed a training studio in Whampoa.



Before starting, the 10 women gathered around the kitchen table for a short prayer, not just to seek blessings for the work, but to ask for patience, in case tempers flared or mistakes happened. It wasn't just about baking. It was an opportunity. One they didn't want to waste.

The group soon called themselves Bakers Beyond. And the cookies weren't just sweet and delicious – they were the fruits of their labour and relationship. Some mothers began to earn enough to contribute to household expenses. One shared how she finally paid her bills on time. Another said, “I brought my children to Kuala Lumpur for a holiday. It was our first ever.”

As orders grew, so did the group's confidence. They outgrew the café kitchen and began renting professional spaces at Samsui Kitchen and Agape Village. New orders rolled in for Christmas cookies and Chinese New Year treats. With every project, the women took on more leadership responsibilities. They started managing orders themselves, calculating wages based on hours worked, and making sure everyone had a fair share.

In one memorable moment, the mothers were preparing pineapple tarts for Chinese New Year. They wondered aloud if Chinese families made them differently. This simple question led to a collaborative session with Seng Teck, a professional chef from Hong Kong. He shared his method; they shared theirs. Together, they developed a recipe that incorporated the best of both traditions.



PARENTS & CAREGIVERS: Growing Strength in Each Other

That spirit of giving extended beyond their kitchens. In 2016, the group travelled to Batam to cook for 200 villagers. They brought not only food, but also a donation of refurbished computers for two children. “We didn’t want to seem *atas*,” said Rusnah, one of the leaders. “We just wanted to be neighbours spending time together.”

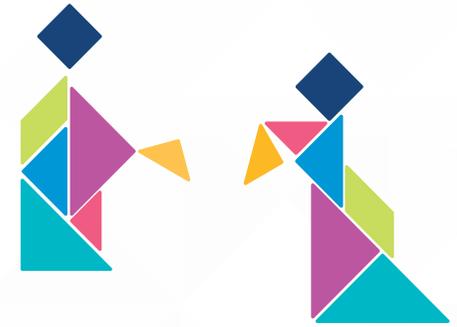
As the group evolved, so did their dream of having a space of their own. In 2019, that dream took shape. With help from Ngee Ann Polytechnic’s School of Design & Environment, the women co-designed a training studio in Whampoa. They used a scale model to test their ideas deciding where ovens should go, how tables could be arranged, how the space could feel welcoming. By October that year, the studio opened its doors, just in time to prepare 12 mothers for a new round of festive orders.

Resilience in Uncertain Times

Then the pandemic hit.

During the COVID-19 restrictions, baking projects came to a halt. Without access to shared kitchens, the women couldn’t gather as they used to. But the spirit of Bakers Beyond didn’t subside. A few of the mothers, who had some basic sewing skills, began exploring alternative options for productive work and sparked a new idea

What began as a small idea grew quickly. With support from volunteers – including sewing machine sponsorships and training – the women started *Sew Can We*, a community-led sewing initiative. They began by making masks, which were urgently needed at the time. Orders came in steadily, and the encouraging response gave the group new momentum. Mothers started teaching each other basic sewing skills from their homes, proving once again that when one door closes, the community finds ways to open another.





Regardless of how long they stay, each mother leaves her mark and makes space for the next to enter.



Bakers Beyond Today

Since 2020, *Bakers Beyond* has continued to evolve. Today, it's a space where 18 mothers come together – some newly joined, others with years of experience – to bake, learn, and lead.

Seven members now take on their own baking orders independently. Others have stepped up as trainers, mentoring newer bakers in everything from ingredient sourcing to packaging and quality control. The bakers manage their schedules, plan daily targets, and work as a team to meet deadlines. They've discovered that what may have been overwhelming when faced alone becomes possible when they pull together.

For some, this is a stepping stone; a place to build confidence and generate income while managing caregiving responsibilities, making full-time work out of reach. For others, it's a longer-term space of purpose, community, and pride. Regardless of how long they stay, each mother leaves her mark and makes space for the next to enter. New members are welcomed not just into a programme, but into a community.

This is the journey of *Bakers Beyond*. A story still in the making.

Strengthening the Ties that Bind

Over time, community grows stronger through connection, trust, and shared experiences. Like tangram pieces fitting together to form a complete picture, we've seen how families evolve, how children become youth leaders, and how parents grow into empowered changemakers. These lasting ties are the true foundation of our work.



*Interlocking pieces
forming a lasting whole.*

Our Impact

Creating Safe Spaces for Children – Makcik Kaypoh

Community Fellows Ms Rahimah, 56, and Ms Sumarsih, 50s, affectionately known as “Makcik Kaypoh”, are well-known figures in their neighbourhood. Their nickname, once a teasing remark, has become a badge of honour for their deep care and concern for children who often roam the neighbourhood after school.

Over the past year, and following months of training and mentorship through Beyond’s Community Fellowship Programme, the two women have taken bold steps to better understand and strengthen the neighbourhood they call home. With support from volunteers, they led a door-knocking initiative across four rental housing blocks, connecting with 163 households to listen to parents’ and children’s hopes, concerns, and dreams.

What began as a simple check-in grew into something much deeper. Their conversations revealed the realities of overcrowded homes, the pressures young parents face, and a shared longing for safer, more welcoming spaces for children. With their natural warmth and persistence, they’ve built bridges where trust was once tentative.



Sumarsih (seated, far left) and Rahimah (seated next to her) share a meal with staff, interns, and another team of Community Fellows, Erah and Normah from Project Parenthood in the North Bridge Community.



At first, people avoided us. But now they call us at night to talk about their problems.



Both women's journeys into community work are rooted in personal experience. Rahimah, fondly called *Nek Ma*, has been part of Beyond's network since 2009. Having once faced isolation herself, she found strength in her family's support and now offers the same to others. "That's why I love kids," she shares. "Every child needs someone to believe in them."

Sumarsih, or *Cik Su*, moved to Singapore from Indonesia in 2000 and has raised three daughters here. In 2010, she was introduced to Beyond, and after seeing neighbourhood children in school uniforms wandering the streets with nowhere to go, she couldn't turn away. Her concern for them, and for overwhelmed young mothers living in tight quarters, sparked her involvement in the Fellowship.

Together, Rahimah and Sumarsih planned and executed their project with a spirit of care and persistence. From organising birthday parties and potlucks to lending a listening ear, their presence has become a steady comfort. "At first, people avoided us," Rahimah says, laughing. "But now they call us at night to talk about their problems."

From strangers to inseparable teammates, the two have become beloved makciks in the community, often greeted by name by residents young and old. Their sincerity, humour, and thick skin have made them trusted companions and gentle disruptors, as they work together with their community to build a neighbourhood where no child feels alone.



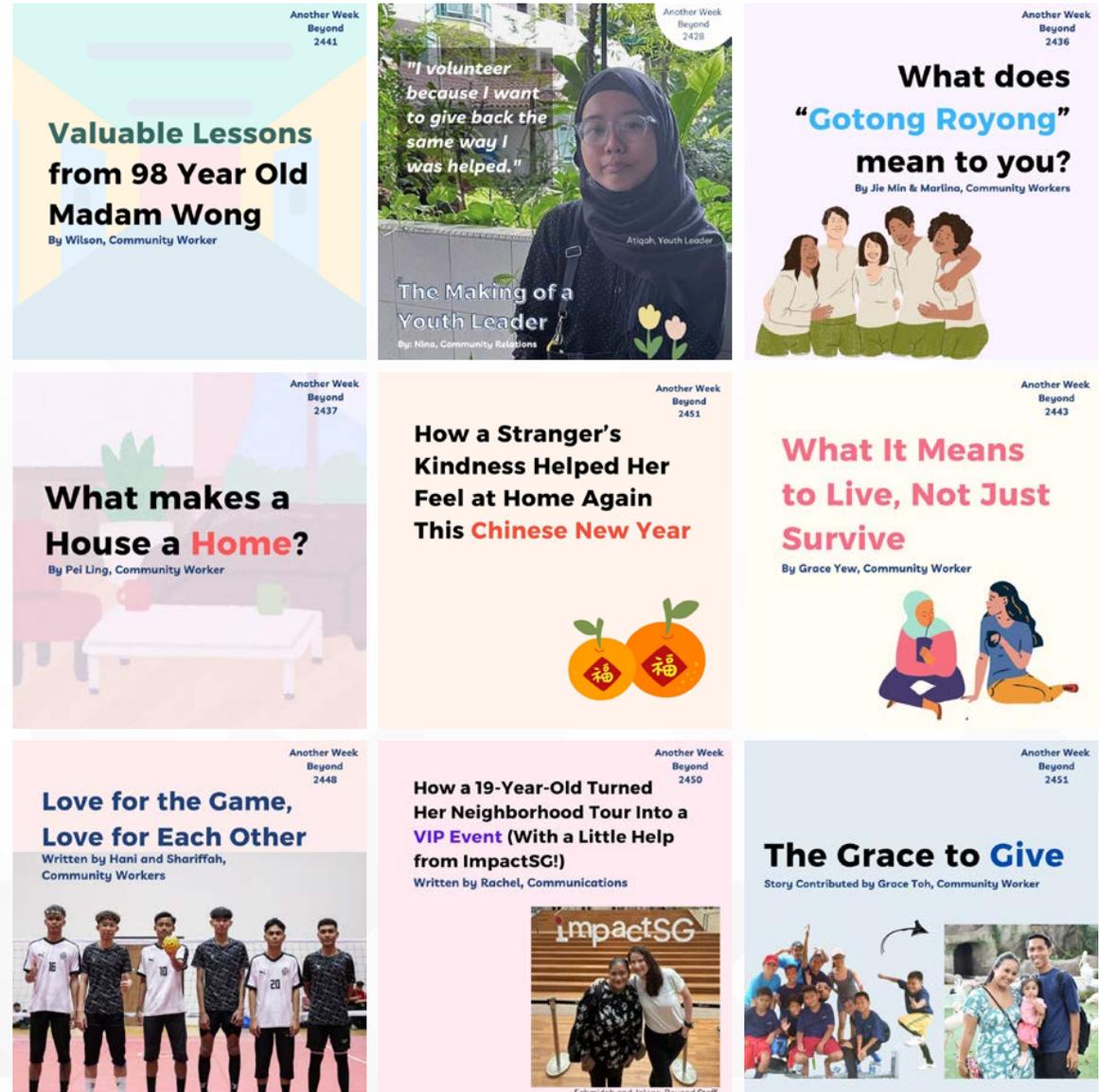
Another Week Beyond

52 stories, each one shaped by those closest to the work.

These stories are not just updates, they are windows into how communities show up for one another consistently. They remind us that progress isn't always loud, and that dignity is found in the details of everyday life. Each story covers the small but significant moments that shape community life, from everyday acts of care to unexpected sparks of solidarity.

What makes *Another Week Beyond* special is the community of writers behind it. Stories are contributed by community workers, volunteers, and even residents themselves. Each brings a unique voice and perspective, and together, they offer a rich, honest reflection of what it means to grow with community.

As we move forward, we hope *Another Week Beyond* continues to be a shared platform: one that uplifts many voices, and resonates with many hearts.



A Full Plate of Support

Beyond is grateful to be one of ten charities selected for FairPrice Group's *A Full Plate* donation drive – a nationwide campaign encouraging shoppers to give towards food security from 3 October to 30 November 2024. Thanks to the overwhelming generosity of the public and the support of the FairPrice Foundation, the campaign raised over \$1.65 million, with \$180,000 donated to Beyond for the redemption of groceries and Kopitiam vouchers. These contributions will go a long way enabling us to distribute food packs to over 2,500 families in 2025, nourishing not just households, but the spirit of care and solidarity within our community.

“When like-minded partners come together, things start to move. It's never just about resources, it's about shared belief and the willingness to roll up our sleeves and make things happen, together.”

Mr Alvin Yapp
Board President



The Lionesses of Bukit Merah on 98.7FM

In September, a fire broke out in a unit at Jalan Bukit Merah. A youth from Henderson tagged Beyond on social media, informing that the affected family, Mr Liu's, was known to us. The post drew a wave of public support, with many offering help. Among them was DJ Sonia Chew, who reached out directly to Beyond to see how she could contribute.

While Mr Liu's family received strong support, four Neighbourhood Leaders, were concerned that nearby units had also been impacted, with soot damage and malfunctioning appliances. They stepped up to check in on the neighbours, flagging follow-up needs to Beyond. Wanting to shed light on their quiet but empathetic efforts, we took the opportunity offered for 98.7FM to share their story. The resulting interview highlighted not just the fire, but the importance of looking out for the broader community and the everyday residents who went the extra mile to watch over their neighbours.



“They are selfless, caring people who dedicate their own time to support those in need. They showed us that it is possible to make a difference together.

A lot of people have the misconception that “I’m just one person, I can’t do much to help” – but these inspiring ladies show us exactly how it’s done! ”

Sonia
98.7FM DJ



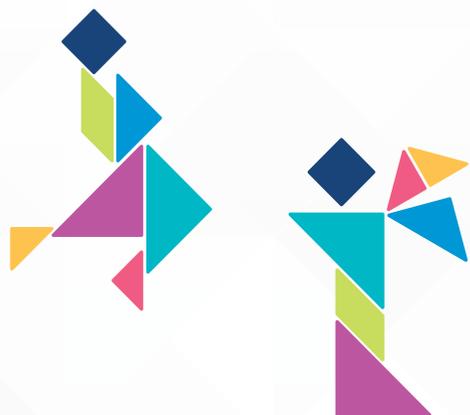
Girls' Night: Creating Space for Conversation and Care

The idea of Girls' Night was incubated as a response to the concerns of young women in our neighbourhoods. They needed a space to talk about relationships, safety, and what it means to grow up as a girl in their communities.

What started with door-knocking and small conversations has since grown into a bi-weekly gathering shaped by the girls themselves. Topics like consent, boundaries, and supporting friends through trauma are explored not as lectures, but through mutual reflection and shared experience.

Community workers co-designed the sessions with AWARE, and this collaboration has enriched the experiences of participants.

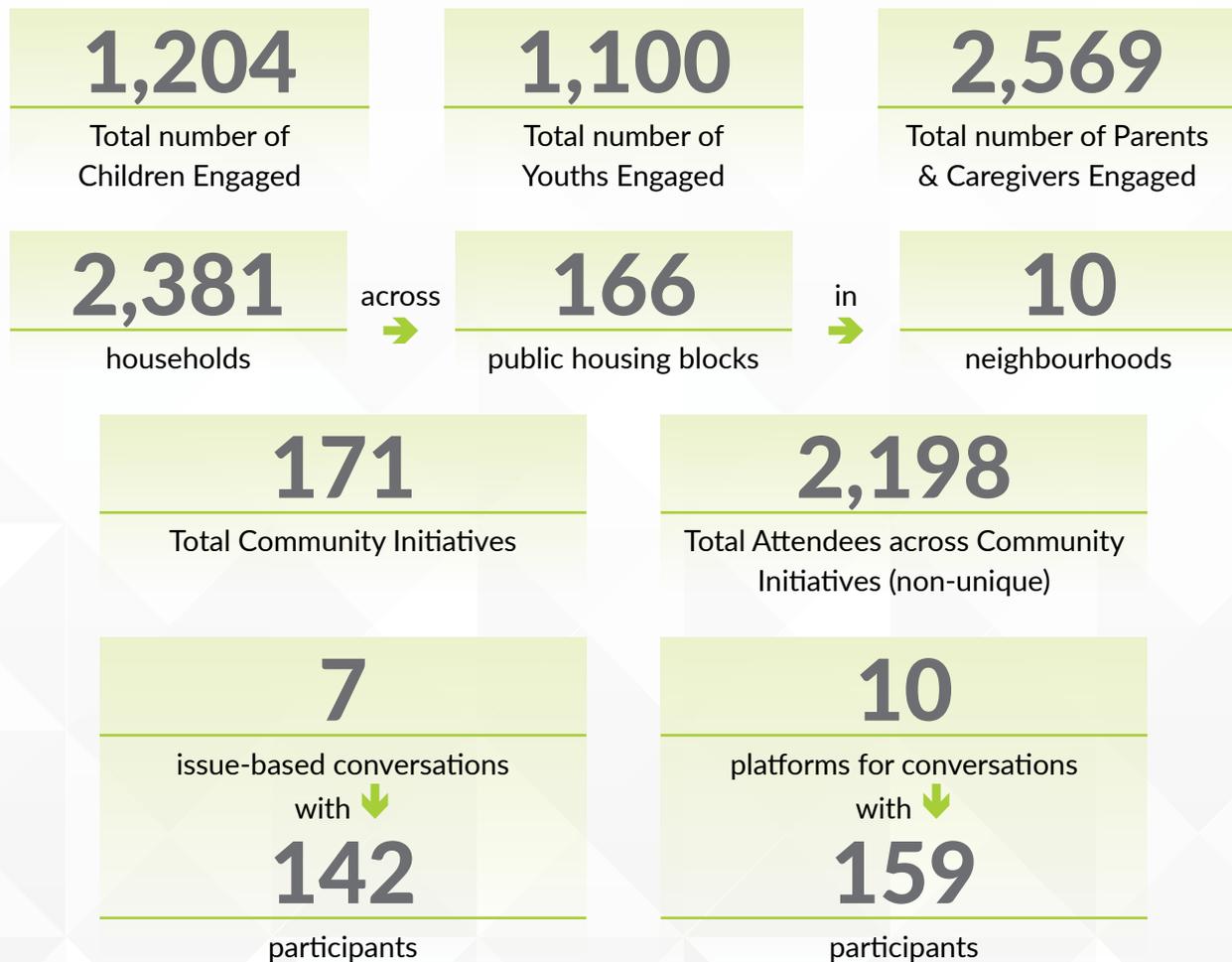
Girls' Night is part of our broader community development approach: where issues are surfaced by the community, responses are shaped from within, and those most affected are supported to take the lead. Insights from the sessions will culminate in a youth-led campaign in 2025 – spotlighting what matters most to the girls, in their own words and on their own terms.





Our Impact

At Beyond, impact isn't always loud or immediate, but it's lasting. Our work is relational, community-led, and grounded in trust built over time. These numbers reflect the slow, steady work of change, one door knocked, one neighbour, one conversation, one act of solidarity at a time.



“At Beyond, volunteering is about walking with, not ahead. Volunteers don't just give their time and energy, they give encouragement and unexpected friendships. Thank you for believing in the strength of our communities and for walking the talk with us.”

Yik
Community Worker
with the Resource
Mobilisation Team
NCSS VM Champion
from 2021 to 2024





Our Impact



● REGULAR **312**

● ADHOC **2,337**

327

Total number of skilled volunteers

17,002

Volunteers hours

Skilled Volunteerism

Volunteers at Beyond contribute in many meaningful ways, not only by showing up, but by offering their skills, experience, and professional expertise to support our work and communities. These skilled volunteers play a vital role in strengthening our efforts and creating opportunities for others. Some of the ways they have contributed include:

- Pro-Bono Expertise
- Conducting Presentations
- Training and Data Entry
- Photography
- Videography
- Transcribing
- Conducting Workshops
- Strategic and Professional Consultation
- Acting and Stage Management
- House Painting
- Graphic Design
- Emceeing
- Volunteer Screening

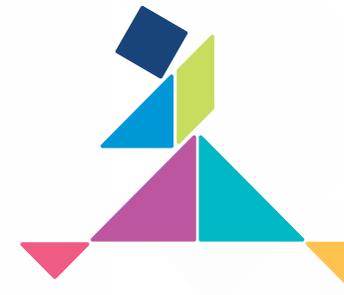




Income & Expenditure Breakdown

Income	2024 (\$)
Government Funds	803,664
Tote Board – Social Service Fund	1,130,311
Programme Income	146,313
Donations – Individuals	668,923
Donations – Corporate	515,433
Donations/Grant – Grant Makers (Foundations)	595,541
Sponsorship-in-Kind	170,978
Miscellaneous Income	409,354
Total Income	4,440,517

Expenditure	2024 (\$)
Staff Costs	3,458,374
Facilities	208,112
Programme Costs	228,257
Programme Costs (Designated Assistance)	367,114
Other Operating Costs	75,039
Cost of Sponsorship	170,978
Depreciation	74,459
Total Expenditure	4,582,333



“ At Beyond, stepping outside conventional service models to invest in community-led approaches, has always meant taking responsibility for sustaining this work.

When I first came on board, our reserves were down to just five months. But the team’s tenacity and their belief in the work carried us through. In those early days, corporate groups and foundations chose to believe in us and our work, and that support made all the difference.

The team will continue to grow these partnerships and expand our friendships, across corporates, foundations, individuals, and community networks. The journey continues, and we know we cannot walk it alone. ”

Mr Alok Kochhar

*Board Director
from June 2024*

*Vice President
August 2020 – June 2024*

*Board President
June 2016 – August 2020*

*Board Director
May 2015 – June 2016*



The Year Ahead

Since 2011, when we first committed to the Asset Based Community Development approach, we've had the privilege of walking alongside families over a long period. Some of our members first met us when their children were young – and today, those children are young adults. Some still remember staff who have since moved on, yet remain part of their story. These long-standing relationships have been our greatest source of joy and impact.

Anchored in the trust and relationships built over the past decade, our focus in the coming year remains clear: to deepen connection – within neighbourhoods, and across sectors. We will continue creating spaces where people can come together around shared hopes and concerns, and where relationships are the foundation of lasting change. By inviting more individuals, organisations, and partners into this journey, we hope to grow a broader movement of care and collective action. Because real change happens when no one is left behind, when everyone has a role to play.

This work is sustained most importantly by generous donors who believe in its impact in an individual, a family and its community. Beyond that, our fundraising efforts reflect the collective will of people from all walks of life, coming together to build a more caring and inclusive society. Fundraising is also our way of starting conversations and engaging society in social issues. Each contribution reflects a willingness to care and participate – not just in our work, but in a broader movement for dignity, equity, and inclusion. Supporting Beyond is not only an act of giving; it is a step toward the kind of society we hope to build together and we thank you for journeying with us.

Our Standards

We consciously take steps to produce work of high standards. This begins with the environment we conduct our business with creating a warm, welcoming, and safe environment wherever we work. Beyond an office, ours is a community workplace built upon open communication – a deeply collaborative day-to-day experience that brings together our staff, our supporters, and our members. Key to our drive and ability to consistently do Quality Work is the organisational culture we nurture – one that values passion, innovation, diversity, ongoing evaluation, reflective practice, people development, personal growth and fulfilment.

Our Values

- We believe that every person is a gift, someone of great value. We believe this to be true, regardless of the challenges and complexities people present.
- We believe relationships are key to building community.
- We believe mutual care and compassion are necessary components of a thriving society.
- We believe that social justice and a strong sense of community are critical for our nation's progress. These are the values which dictate our actions.



Gathering of Community

Our upcoming flagship event will be a gathering rooted in mutual respect and shared learning. It will celebrate the stories, relationships, and everyday leadership that shape our communities in public rental housing. We hope to bring neighbours, partners and new friends together, not as helpers and beneficiaries, but as equals with something to offer and learn from one another. Ultimately, we hope this gathering sparks new connections, whether through time, expertise or giving, so we can walk further together in the community.

Tech in Service of Community

In the coming year, we will continue exploring how digital tools can strengthen, not replace our human connections. We're exploring tech-based solutions that would enhance the outreach or experience of participating families. Whether it's making the process of contributing easier, enhancing communication, attendance tracking or tracking shared goals, we see digitalisation as a way to support participation and dignity for those we walk with. We're learning alongside our community what inclusive, thoughtful use of technology can look like in neighbourhood settings.

Saying Thanks

In 2024, we had the privilege of having the resources to continue our work. It was a meaningful and enriching experience which would not have been possible without the generous support and goodwill of many partners and individuals who believed in us. We would like to express our sincere thanks to everyone who has contributed to our community and walking alongside our families with us.



Organisational Information

Whistle-blowing Policy

Our charity has in place a whistle-blowing policy to address concerns about possible wrongdoing or improprieties in financial or other matters within the charity.

Management of Conflict of Interest

Beyond Social Services has a conflict-of-interest policy in place. All trustees/office bearers, chairman of sub-committees and key management personnel are required to read and understand the policy, and to make full disclosures of any potential conflicts. Each year, they sign a declaration form to affirm this. If a conflict arises, they are expected to step back from discussions and decisions related to the matter, ensuring that trust and integrity guide our work.

Reserves Policy

Beyond Social Services regards its unrestricted funds as reserves. These reserves are set aside to ensure that we can continue serving our communities even in times of uncertainty.

We aim to maintain reserves equivalent to at least 18 months of operating expenses, providing a stable foundation that allows us to stay committed to our mission, walking alongside families and communities through both calm and challenging times.

Human Resource Policy

Beyond Social Services is committed to fair and responsible employment practices. Our human resource policy provides guidance on key areas such as recruitment, staff development, performance, conduct, and well-being.

The HR policy also affirms Beyond's commitment to a safe, inclusive, and respectful workplace – one that supports the growth and well-being of every staff member as they serve alongside the community.

Volunteer Management Policy

At Beyond Social Services, volunteers are not just contributors, they are companions on the journey toward a more caring and inclusive society. Whether supporting learning activities, organising neighbourhood events, or lending their time behind the scenes, volunteers play a vital role in building trust, relationships, and a stronger sense of community.

Our volunteer management policy ensures that every volunteer's experience is meaningful, respectful, and aligned with our core values of dignity, inclusion, and collective care, not just for volunteers, but for the community members they interact with.



Statutory Information

Registered Address

Beyond Social Services
26 Jalan Klinik #01-42/52
Singapore 160026

Legal Identity

Registered with the Registry of Societies
Date of Establishment: 19 February 1987
ROS 315/86 WEL
UEN Number: S87SS0025J

Charity Status

Charity Registration Number: 0594
Charity Registration Date: 19 September 1988

Remuneration

Key management personnel consist of the Executive Director and Directors. In FY 24, there were 4 key management personnel. The breakdown of their salaries by band is as follows:

Below \$100,000	1
\$100,000 to \$120,000	2
\$120,000 to \$140,000	1

Institution of a Public Character (IPC) Status – General Fund

IPC Registration No: IPC000355
New Period Approved: 1 July 2022 to
30 June 2025
Sector Administrator – Ministry of Social and
Family Development

Affiliation

National Council of Social Service.
Full member since 3 August 1987
Beyond has our Constitution (approved in
July 2022) as our governing instrument.

Our Offices

1. Block 26 Jalan Klinik #01-42/52 (registered)
Singapore 160026
Telephone: 6375 2940
2. Block 120 Bukit Merah View #01-04/06
Singapore 152120
Telephone: 6270 2443
3. Block 75 Whampoa Drive #01-346 & 372
Singapore 32007
Telephone: 6664 8598

Governance Evaluation Checklist

Governance Evaluation Checklist Annual Declaration 2024

Below is our Governance Evaluation Checklist for FY24 submitted to the Charity Portal.

SN	Call for Action	Did the charity put this principle into action?	Score
Principle 1: The charity serves its mission and achieves its objectives.			
1	Clearly state the charitable purposes (For example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity's governing instrument. Publish the stated charitable purposes on platforms (For example, Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.	Yes	2
2	Develop and implement strategic plans to achieve the stated charitable purposes.	Yes	2
3	Have the Board review the charity's strategic plans regularly to ensure that the charity is achieving its charitable purposes, and monitor, evaluate and report the outcome and impact of its activities.	Yes	2
4	Document the plan for building the capacity and capability of the charity and ensure that the Board monitors the progress of this plan. "Capacity" refers to a charity's infrastructure and operational resources while "capability" refers to its expertise, skills and knowledge.	Yes	2
Principle 2: The charity has an effective Board and Management.			
5	The Board and Management are collectively responsible for achieving the charity's charitable purposes. The roles and responsibilities of the Board and Management should be clear and distinct.	Yes	2
6	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	Yes	2
7	Document the terms of reference for the Board and each of its committees. The Board should have committees (or designated Board member(s)) to oversee the following areas*, where relevant to the charity: a. Audit b. Finance * Other areas include Programmes and Services, Fund-raising, Appointment/Nomination, Human Resource, and Investment.	Yes	2
8	Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. All Board members should exercise independent judgement and act in the best interest of the charity.	Yes	2
9	Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and reappointment, at least once every three years.	Yes	2



SN	Call for Action	Did the charity put this principle into action?	Score
Principle 2: The charity has an effective Board and Management. (continued)			
10	<p>Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position).</p> <p>For Treasurer (or equivalent position) only:</p> <p>a. The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should be four consecutive years. If there is no Board member who oversee the finances, the Chairman will take on the role.</p> <p>i. After meeting the maximum term limit for the Treasurer, a Board member's reappointment to the position of Treasurer (or an equivalent position may be considered after at least a two-year break.</p> <p>ii. Should the Treasurer leave the position for less than two years, and when he/she is being re-appointed, the Treasurer's years of service would continue from the time he/she stepped down as Treasurer.</p>	Yes	2
11	<p>Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well.</p> <p>a. No staff should chair the Board and staff should not comprise more than one-third of the Board.</p>	Yes	2
12	<p>Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well.</p> <p>a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.</p>	Yes	2
13	<p>The term limit for all Board members should be set at 10 consecutive years or less. Re-appointment to the Board can be considered after at least a two-year break.</p> <p>For all Board members:</p> <p>a. Should the Board member leave the Board for less than two years, and when he/she is being re-appointed, the Board member's years of service would continue from the time he/she left the Board.</p> <p>b. Should the charity consider it necessary to retain a particular Board member (with or without office bearers' positions) beyond the maximum term limit of 10 consecutive years, the extension should be deliberated and approved at the general meeting where the Board member is being re-appointed or re-elected to serve for the charity's term of service. (For example, a charity with a two-year term of service would conduct its election once every two years at its general meeting).</p> <p>c. The charity should disclose the reasons for retaining any Board member who has served on the Board for more than 10 consecutive years, as well as its succession plan, in its annual report.</p>	Yes	2



SN	Call for Action	Did the charity put this principle into action?	Score
Principle 2: The charity has an effective Board and Management. (continued)			
14	<p>For Treasurer (or equivalent position) only:</p> <p>d. A Board member holding the Treasurer position (or equivalent position like a Finance Committee Chairman or key person on the Board responsible for overseeing the finances of the charity) must step down from the Treasurer or equivalent position after a maximum of four consecutive years.</p> <p>i. The Board member may continue to serve in other positions on the Board (except the Assistant Treasurer position or equivalent), not beyond the overall term limit of 10 consecutive years, unless the extension was deliberated and approved at the general meeting – refer to 2.9.b.</p>	Yes	2
Principle 3: The charity acts responsibly, fairly and with integrity.			
15	Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.	Yes	2
16	<p>Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise.</p> <p>a. A Board member with a conflict of interest in the matter(s) discussed should recuse himself/herself from the meeting and should not vote or take part in the decision-making during the meeting.</p>	Yes	2
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	Yes	2
18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	Yes	2
19	Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.	Yes	2
20	Take into consideration the ESG factors when conducting the charity's activities.	Yes	2
Principle 4: The charity is well-managed and plans for the future.			
21	<p>Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives.</p> <p>a. Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).</p>	Yes	2



SN	Call for Action	Did the charity put this principle into action?	Score
Principle 4: The charity is well-managed and plans for the future. (continued)			
22	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as: i. Revenue and receipting policies and procedures; ii. Procurement and payment policies and procedures; and iii. System for the delegation of authority and limits of approval."	Yes	2
23	Seek the Board's approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy. (For example, loans to employees/subsidiaries, grants or financial assistance to business entities).	Yes	2
24	Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.	Yes	2
25	Set internal policies for the charity on the following areas and regularly review them: a. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT); b. Board strategies, functions, and responsibilities; c. Employment practices; d. Volunteer management; e. Finances; f. Information Technology (IT) including data privacy management and cyber-security; g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board); h. Service or quality standards; and i. Other key areas such as fund-raising and data protection.	Yes	2
26	The charity's audit committee or equivalent should be confident that the charity's operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.	Yes	2
27	The charity should also measure the impact of its activities, review external risk factors and their likelihood of occurrence, and respond to key risks for the sustainability of the charity.	Yes	2



SN	Call for Action	Did the charity put this principle into action?	Score
Principle 5: The charity is accountable and transparent.			
28	Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).	Yes	2
29	Generally, Board members should not receive remuneration for their services to the Board. Where the charity's governing instrument expressly permits remuneration or benefits to the Board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board member.	Yes	2
30	The charity should disclose the following in its annual report: <ul style="list-style-type: none"> a. Number of Board meetings in the year; and b. Each Board member's attendance. 	Yes	2
31	The charity should disclose in its annual report the total annual remuneration (including any remuneration received in the charity's subsidiaries) for each of its three highest-paid staff, who each receives remuneration exceeding \$100,000, in incremental bands of \$100,000. Should any of the three highest-paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than \$100,000 in annual remuneration each, the charity should disclose this fact.	Yes	2
32	The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or Board members, and whose remuneration exceeds \$50,000 during the year. The annual remuneration of such staff should be listed in incremental bands of \$100,000. If none of its staff is a close member of the family of the Executive Head or Board members and receives more than \$50,000 in annual remuneration, the charity should disclose this fact.	Yes	2
33	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. <ul style="list-style-type: none"> a. Record relevant discussions, dissenting views and decisions in the minutes of general and Board meetings. Circulate the minutes of these meetings to the Board as soon as practicable. 	Yes	2
34	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. <ul style="list-style-type: none"> a. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument. 	Yes	2
35	Implement a whistle-blowing policy for any person to raise concerns about possible wrongdoings within the charity and ensure such concerns are independently investigated and follow-up action taken as appropriate.	Yes	2



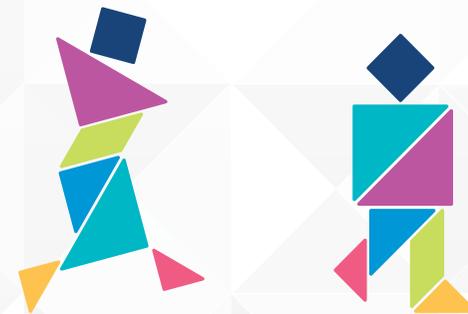
SN	Call for Action	Did the charity put this principle into action?	Score
Principle 6: The charity communicates actively to instil public confidence.			
36	Develop and implement strategies for regular communication with the charity's stakeholders and the public (For example, focus on the charity's branding and overall message, raise awareness of its cause to maintain or increase public support, show appreciation to supporters, and so on).	Yes	2
37	Listen to the views of the charity's stakeholders and the public and respond constructively.	Yes	2
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	Yes	2

Total Score

Percentage = (Total Score/Full Marks of 76) x 100%

Financial Statements

Please [click here](#) to access Beyond Social Services FY2024 Financial Statements.





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